

UNITED STATES MARSHALS SERVICE



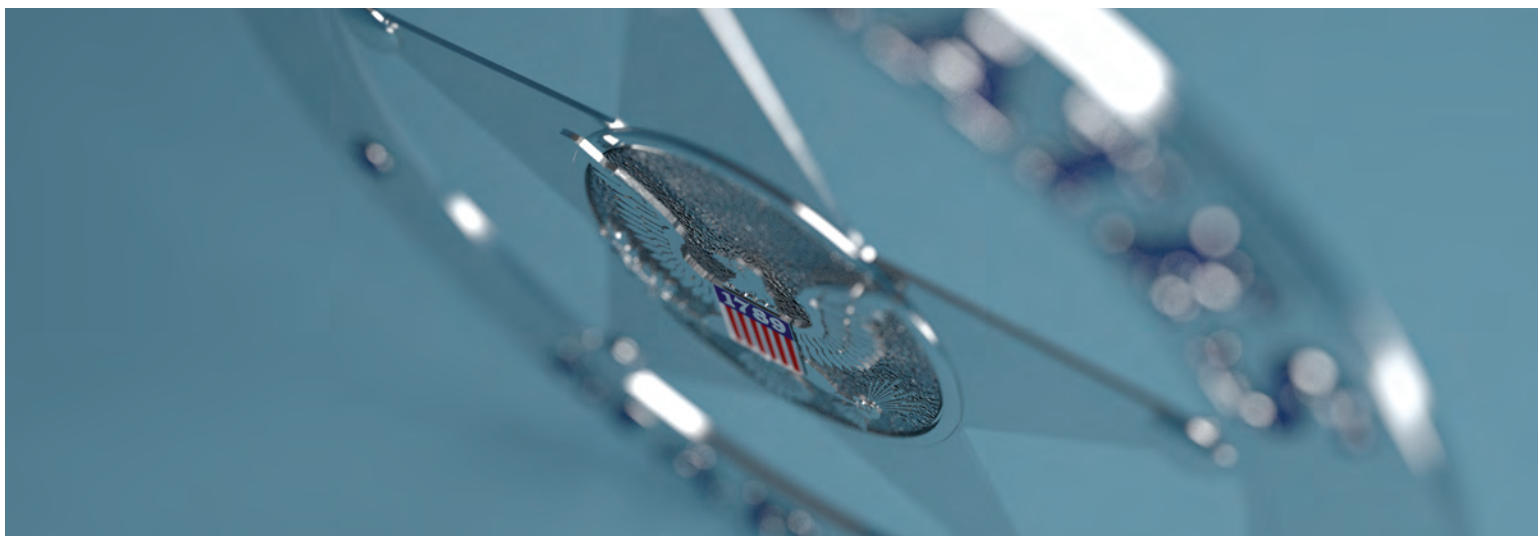
FY 2014 ANNUAL REPORT

IN CELEBRATION OF OUR 225TH ANNIVERSARY

USMS PUB 2 (JULY 2015)

U.S. DEPARTMENT OF JUSTICE

UNITED STATES MARSHALS SERVICE



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MESSAGE FROM THE DIRECTOR



It is with a great sense of pride and accomplishment that I present to you the United States Marshals Service's *FY 2014 Annual Report*. The catalyst for this report began back in 2011 after completing my initial 120-day assessment and as I drafted my vision for the Agency. After carefully defining the need for Agency transformation due to a decade of changes in law enforcement, regulations and other environmental shifts, I outlined a plan to drive change rather than react to it. Clearly, we are very astute at operational delivery, but needed to transform our business models and infrastructure to support our mission. Immediately, a team representing the districts and divisional offices undertook the major production of developing a professional strategic plan. In tangent, I began to research and then customized a Strategic Performance Management System specifically for our Agency based on our operational mission, business practices, and workforce. Together with numerous customized tools, such as our Quarterly Performance Reviews and employee Performance Work Plans, we have seen tremendous results in our long journey to bring transformational change to our Agency.

The most exciting aspect of the *FY 2014 Annual Report* is that it clearly demonstrates our accomplishments, while at the same time, helps us link several objectives geared at enhancing our overall strategic planning, budget formulation and execution, priorities, and positioning within the Department. I see our strategic plan as a detailed roadmap, our Quarterly Performance Reviews as a compass that allows us to see progress, manage risk and drive to implementation while keeping us on track with our strategic objectives, and our annual report memorializing what has been accomplished in the given year. The *FY 2014 Annual Report* brings us full circle in the Strategic Performance Management Cycle and the information and layout will only improve in future years. It will become a key component in the budget formulation process by demonstrating the great accomplishments and future needs of the agency.

In this publication, you will see accomplishments in each of our diverse mission areas. I encourage you to take a moment to flip through, find your areas of interest/expertise, and see your own work and contributions reflected throughout. Each one of us takes great pride in the U.S. Marshals' badge and what it stands for, the history associated with generations of men and women with one common goal to faithfully protect our Nation. I am proud of that tradition and of the innovative work accomplished to build upon that legacy. I am confident that through this system we continue to transform the USMS into a more modern and efficient Agency, poised to meet the demands and challenges of a rapidly changing world.

Over the past several months, we have worked hard to update our strategic plan which will be released shortly and provide us with a path forward well into 2018. Thank you for all your work and dedication to help achieve a vision I set forth for the agency almost five years ago.

A handwritten signature in black ink, which appears to read "Stacia A. Hylton". The signature is fluid and stylized, with a long horizontal line extending from the end.

Stacia A. Hylton,
Director, United States Marshals Service

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UNITED STATES MARSHALS SERVICE FY 2014 ANNUAL REPORT

Mission

To protect, defend and enforce the American justice system.

Vision

A world class law enforcement agency—unified in our mission and workforce; professional and agile, with modernized tools and capabilities; strategically building upon our status as a trusted partner by achieving the highest levels of effectiveness, efficiency, safety and security.

Introduction

On September 24, 2014, the U.S. Marshals Service (USMS) celebrated its 225th anniversary. As the nation's first, most versatile federal law enforcement agency, it continues to build on its legacy of steadfast service and unique position in the country's federal justice system. Today, the USMS is a force of 5,400 deputies and civil servants who protect the judicial process, the cornerstone of American democracy. Our mission is to provide federal judicial security; apprehend fugitives and non-compliant sex offenders; secure and transport federal prisoners; execute federal court orders; seize and manage assets forfeited to the government; and assure the safety of endangered government witnesses and their families. The USMS uses the influence and reach gained throughout its accomplished history and broad legal authority to collaborate with other federal, state, local, and international law enforcement agencies, as well as with concerned citizens and members of the judiciary, to form a united front against crime. This accomplishment is a result of the program execution throughout the 94 districts and USMS headquarters management as displayed in Figure 1.

Organizational Structure

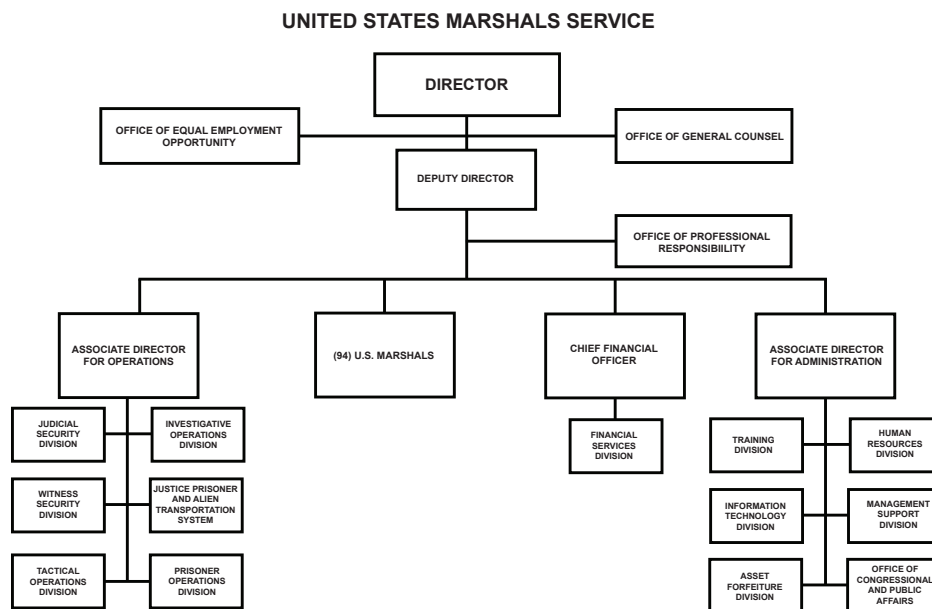


Figure 1 – Organizational Structure. The United States Marshals Service is well organized operationally and administratively to effectively perform its mission of protecting, defending, and enforcing the American justice system.

Resources by Strategic Goal

FY 2012-FY 2014 ENACTED RESOURCES BY USMS STRATEGIC GOAL

The USMS utilizes the USMS 2012-2016 Strategic Plan as the guide to further its mission and advance the capability of the Agency as a whole. This report highlights the resource investments and accomplishments of FY 2014 under each strategic goal and major mission (Tables 1-5; Dollars in Thousands).

STRATEGIC GOAL 1 Judicial and Courthouse Security (S&E) Protection of Witnesses (S&E) Construction (Construction)	FY 2012 Enacted with Rescission			FY 2013 Enacted with Rescissions & Sequester Cut			2014 Enacted		
Comparison by activity and program	Perm Pos	FTE	Amount	Perm Pos	FTE	Amount	Perm Pos	FTE	Amount
Judicial and Courthouse Security	1,673	1,537	353,611	1,673	1,510	334,983	1,673	1,510	356,951
Protection of Witnesses	153	143	32,339	153	141	30,635	153	141	32,644
Total Enacted - S&E	1,826	1,680	385,950	1,826	1,651	365,618	1,826	1,651	389,595
Reimbursable FTE		17			17			18	
Total Enacted with Reimbursable FTE - S&E	1,826	1,697	385,950	1,826	1,668	365,618	1,826	1,669	389,595
Construction	0	0	15,000	0	0	9,793	0	0	9,793
Grand Total Enacted - S&E and Construction	1,826	1,697	400,950	1,826	1,668	375,411	1,826	1,669	399,388

Note: Represents S&E operational resources only and Construction appropriation

Table 1 – Strategic Goal 1. Judicial and Courthouse Security (S&E)/Protection of Witnesses (S&E)/Construction

STRATEGIC GOAL 2 Fugitive Apprehension (S&E)	FY 2012 Enacted with Rescission			FY 2013 Enacted with Rescissions & Sequester Cut			2014 Enacted		
Comparison by activity and program	Perm Pos	FTE	Amount	Perm Pos	FTE	Amount	Perm Pos	FTE	Amount
Fugitive Apprehension	1,301	1,206	274,984	1,301	1,186	260,497	1,301	1,186	277,581
Total Enacted - S&E	1,301	1,206	274,984	1,301	1,186	260,497	1,301	1,186	277,581
Reimbursable FTE		103			103			115	
Total Enacted with Reimbursable FTE - S&E	1,301	1,309	274,984	1,301	1,289	260,497	1,301	1,301	277,581

Note: Represents S&E operational resources only

Table 2 – Strategic Goal 2. Fugitive Apprehension (S&E)

STRATEGIC GOAL 3 Prisoner Security & Transportation (S&E) Detention Services (FPD) Justice Prisoner and Transportation System (JPATS)	FY 2012 Enacted with Rescission			FY 2013 Enacted with Rescissions & Sequester Cut			2014 Enacted		
Comparison by activity and program	Perm Pos	FTE	Amount	Perm Pos	FTE	Amount	Perm Pos	FTE	Amount
Prisoner Security and Transportation	878	827	185,577	878	819	175,801	878	819	187,330
Total Enacted - S&E	878	827	185,577	878	819	175,801	878	819	187,330
Reimbursable FTE		0			0			0	
Total Enacted with Reimbursable FTE - S&E	878	827	185,577	878	819	175,801	878	819	187,330
Detention Services	[27]	[27]	[1,580,595]	17	15	1,533,716	17	17	1,533,000
Grand Total Enacted - S&E and FPD	878	827	185,577	895	834	1,709,517	895	836	1,720,330
JPATS	123	123	57,575	123	95	48,717	123	95	58,578
Total Operating (President's Budget) Level - JPATS	123	123	57,575	123	95	48,717	123	95	58,578
<i>Actual Operating Level - JPATS</i>	123	92	51,895	123	94	77,779	123	95	44,378

Note 1: Represents S&E operational resources only, FPD appropriation, and JPATS Revolving Fund

Note 2: In FY 2012, Detention resources was reported under the Office of the Detention Trustee

Table 3 – Strategic Goal 3. Prisoner Security & Transportation (S&E)/Detention Services (FPD)/Justice Prisoner and Transportation System (JPATS)

STRATEGIC GOAL 4 Tactical Operations (S&E)	FY 2012 Enacted with Rescission			FY 2013 Enacted with Rescissions & Sequester Cut			2014 Enacted		
Comparison by activity and program	Perm Pos	FTE	Amount	Perm Pos	FTE	Amount	Perm Pos	FTE	Amount
Tactical Operations	129	121	27,266	129	120	25,829	129	120	27,523
Total Enacted - S&E	129	121	27,266	129	120	25,829	129	120	27,523
Reimbursable FTE		42			42			36	
Total Enacted with Reimbursable FTE - S&E	129	163	27,266	129	162	25,829	129	156	27,523
<i>Note: Represents operational resources only; Base funding for LESTP and Officer Safety is being requested in FY 2016</i>									
Table 4 – Strategic Goal 4. Tactical Operations (S&E)									

STRATEGIC GOAL 5 & 6 All S&E Decision Units (S&E)	FY 2012 Enacted with Rescission			FY 2013 Enacted with Rescissions & Sequester Cut			2014 Enacted		
Comparison by activity and program	Perm Pos	FTE	Amount	Perm Pos	FTE	Amount	Perm Pos	FTE	Amount
Judicial and Courthouse Security	549	540	101,277	549	532	96,225	549	532	101,475
Fugitive Apprehension	443	424	122,270	443	416	115,315	443	416	121,772
Prisoner Security and Transportation	316	291	62,025	326	287	61,005	326	287	64,225
Protection of Witnesses	54	50	2,170	54	49	2,227	54	49	2,755
Tactical Operations	48	42	10,281	48	43	9,552	48	43	12,744
Total Enacted - S&E	1,410	1,347	298,023	1,420	1,327	284,324	1,420	1,327	302,971
Reimbursable FTE		256			256			256	
Total Enacted with Reimbursable FTE - S&E	1,410	1,603	298,023	1,420	1,583	284,324	1,420	1,583	302,971
<i>Note: Represents S&E administrative resources only</i>									
Table 5 – Strategic Goals 5 & 6. All S&E Decision Units (S&E)									

Performance by Strategic Goal

GOAL 1: PROTECTION OF THE JUDICIAL PROCESS

Protect the Judicial Process through the most effective and efficient means

JUDICIAL PROTECTION AND COURTHOUSE SECURITY MISSIONS



Since its establishment in 1789, a primary function of the USMS is the protection and security of the federal judicial process. The federal courts preside over cases involving domestic and international terrorists groups, organized crime and drug trafficking, and litigants distressed at the outcome of their individual cases. The high profile nature of these cases, the stature of federal judges presiding over them, and the symbolic significance of court facilities that host them, require vigilance to confront and overcome the threats to the security and integrity of the federal judicial process.

The war on terrorism places even greater importance on the role of the USMS in carrying out its protective responsibilities for more than 2,200 federal judges, over 11,000 federal prosecutors, and another 15,000 court officials and members of the public who visit and work in federal courthouses. The protection of these officials, and safeguarding of the public, is a responsibility that permits no errors. It is a comprehensive effort, accomplished by proactively deploying and effectively managing preventative measures and continuously developing and implementing innovative protective tactics.

Central to the courthouse security mission is the management of approximately 5,000 contracted Court Security Officers (CSOs) who provide physical security at over 440 court facilities throughout the nation. Their duties include: monitoring security systems, responding to duress alarms, screening visitors at building entrances, controlling access to garages, providing perimeter security in areas not patrolled by the Department of Homeland Security's Federal Protective Service, and screening mail and packages.

In addition to maintaining physical security of federal courthouses, the USMS develops, manages, and implements electronic security systems that protect each courthouse. These capabilities are critical to the safety of judicial officials, courtroom participants, the general public, and USMS personnel. Cameras, duress alarms, remote door openers, and other security devices improve the overall security presence. When incidents occur, the USMS is equipped to identify situations requiring a tactical response, send additional staff to secure the situation, monitor personnel and prisoners, and record events.

FY 14 Mission Execution Highlights

The security of the court personnel and facilities is central to an unimpeded judicial process and requires a massive effort. Success in protecting our judiciary is due not only to effective responsiveness, but also to proactive and preventive actions.

In FY 2014, the USMS:

- Ensured a highly capable front-line defense for security at federal court facilities by providing adequate, well-trained court security personnel. This included the award, administration, and management of contracts exceeding \$350 million for a workforce of 5,000 CSOs, their annual sustainment training, and training of over 450 new CSOs. Additional training for CSO District Supervisors increased contract compliance with CSO workforce practices.
- Enhanced access control in courthouse facilities by upgrading the physical access control systems in 11 courthouses. Maintained, upgraded and installed security systems through the award of a five-year, \$244 million National Physical Security Contract to support the installation of security systems for all new courthouse construction, renovation projects, repairs and system upgrades, and for maintenance of physical security equipment.
- Enhanced security and continued progress toward adopting best practices for the judicial process through the continual critical modernization of court facilities. This was accomplished through 497 security equipment projects and 136 construction projects. Completed the construction of three new federal courthouses and initiated six major construction projects.
- Ensured the 24-hour monitoring and response to incidents at federal court facilities nationwide by awarding a five-year, \$1.6 million Central Station Alarm Monitoring Contract. Maintained perimeter security and detection equipment through the award of a five-year, \$3.1 million National Vehicle Barrier Repair and Maintenance Contract to standardize, repair, and maintain operability of these vital countermeasures nationwide.
- Increased the continuity of operability and maximized the life cycle of security screening equipment by maintaining, upgrading and installing security screening equipment. This included a five-year, \$4.2 million National X-Ray Service and Repair Contract; procurement of \$3.3 million in new security screening equipment to complement the opening of new and renovated court facilities and cyclical replacement schedules; and the relocation repair, and excess of \$4.7 million of security screening equipment nationwide.
- Established and monitored current standardized practices by conducting a comprehensive review of USMS protective investigation policy, drafted updated policy and guidance to the field to improve investigative practices. In conjunction, conducted an analysis of internal and external metrics to capture the volume of analytical work that involved upwards of 4,000 pieces of incoming raw intelligence.
- Further developed the security expertise of personnel on the most up-to-date methodologies and strategies by providing training to more than 100 Judicial Security Inspectors, 48 Protective Intelligence Inspectors and District Threat Investigators, and 30 Protective Operations Inspectors.

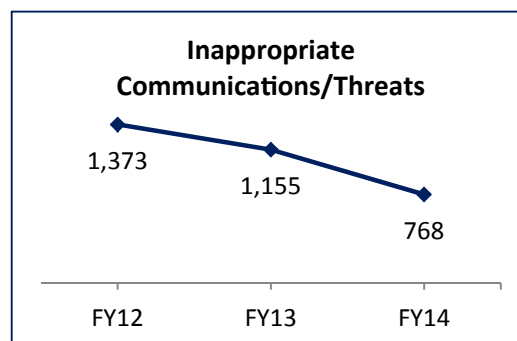


Figure 2 – Inappropriate Communications/Threats. Judicial security includes the critical step of evaluating all threats.

- Increased security awareness and enhanced the protection of judicial families nationwide by conducting security briefings to more than 450 federal judges and 350 law enforcement professionals in various forms on topics ranging from court security to personal and offsite security best practices. This includes the release of “Project 365: Workplace Security,” part of a video series highlighting security awareness and best practices for the judicial family. In addition, over 8,000 copies of “The Pocket Guide to Offsite Security” were distributed to members of the judiciary and court personnel.
- Consistently performed the critical step of threat evaluation to determine the appropriate level of security for potential threats. As seen in Figure 2, evaluated 768 inappropriate communications or potential threats to federal judges, attorneys, and court employees. FY 2014 was the first of a two-year effort to validate threat data and implement a new reporting module designed to allow a more robust analysis.
- Managed threats and enabled a faster more coordinated response to emergencies by implementing new program capabilities to expand threat analysis and improve coordination of protective operations. This included the creation of a full-time Center for Behavioral Analysis (CBA) and the implementation of Virtual Command Centers. The CBA provides support to protective investigations and conducts behavioral research in order to further evaluate and manage threats. The Virtual Command Centers provide a common operating picture for protective operations and enable a faster, more coordinated response and recovery in the event of emergencies.

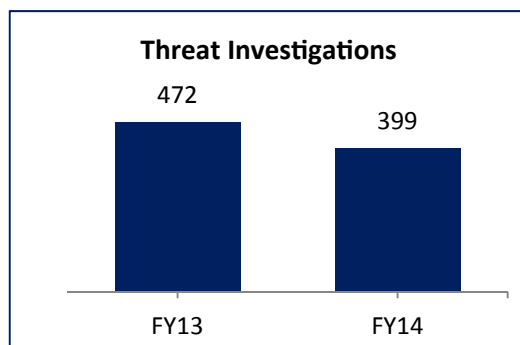


Figure 3 – Threat Investigations. A critical step in the protection of court members

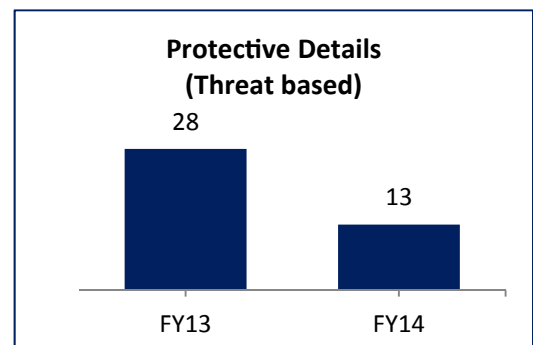


Figure 4 – Protective Details. A vital task in the event of credible threats

- Ensured the protection of court members as well as the judicial process by conducting judicial security missions totaling more than \$4.5 million. As seen in Figure 3 and Figure 4, these missions included 399 investigations of threats to court members, 259 Supreme Court Justice protective details, 114 judicial conferences, 35 high-threat trials, and 13 threat-based protective details.
- Contributed to improved justice security on an international scale by providing additional security at the national and international level. This included providing over 80 security personnel for the protection of international dignitaries attending United Nations General Assembly and providing support to more than 15 countries to foster relationships with other agencies specializing in and attempting to improve justice sector security. Foreign support included dignitary security, subject matter expertise for judicial assessments, or training.

WITNESS PROTECTION MISSION

The Protection of Witnesses ensures for the safety of government witnesses whose lives are threatened as a result of their testimony against drug traffickers, terrorists, organized crime members, and other major criminal cases. The Witness Security Program (WSP) provides physical security during the trial proceedings and assistance to create new identities and relocate witnesses and their families after the trial.

The successful operation of this program is widely recognized as providing a unique and valuable tool in the government's war against organized crime, drug cartels, violent criminal gangs, and terrorist groups. The principle mission is to provide 24-hour protection to all witnesses while they are in designated danger areas for the purposes of testimony and court-related appearances.

FY 14 Mission Execution Highlights

The USMS has developed durable principles and a reputation of providing a safe, protective environment for all program participants. This becomes more challenging as the numbers of participants increase. Figure 5 displays the upward trend in the number of witness security program participants, peaking at 18,574 at the conclusion of FY 2014. Despite this increase, there is constant testing and assurance of compliance by evaluating operational training, management systems, witness assimilation, and a holistic approach of collaboration with other agencies in order to enhance operational ability, mission efficiency, and timelines.

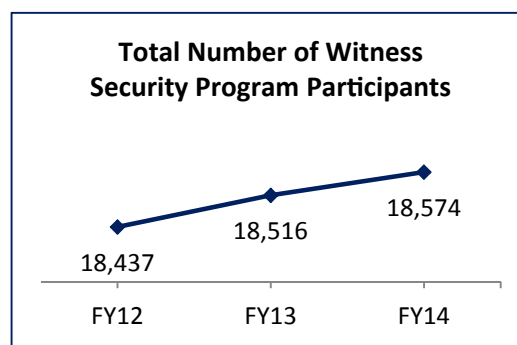


Figure 5 – Witness Security Program Participants.
Providing a safe, protective environment for a growing number of participants

The USMS made significant progress in managing the complexity of successful assimilation for program participants by fostering a unified atmosphere with other agencies. These efforts resulted in a revised Memorandum of Understand (MOU) between the Office of Enforcement Operations (OEO) and the WSP. The updated MOU synchronized OEO and WSP standard operating procedures, addressed recent legislative and policy revisions, and initiated changes to the WSP protectee population.

Furthermore, a key result of the revised MOU is identification of specific infractions which could lead to termination of security assistance and identifies areas such as technology that can lead to identity compromise. Updating behavior that can lead to a security breach enhances law enforcement and public safety. The power of this collaborative MOU accomplishment is presented in the recently established performance measure, Security Breaches Mitigated, which is highlighted in Figure 6.

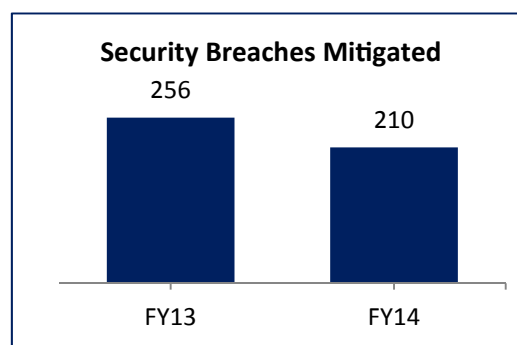


Figure 6 – Security Breached Mitigated
Collaborative, synchronized efforts enable identification of infractions and enhance law enforcement and public safety

In FY 2014, the USMS:

- Trained the highest number of personnel in WSP in USMS history by establishing a new, consolidated training course for regional operational personnel.
- Launched a new Case Management System which enhanced auditability, paperless processing, and superior tracking of the distribution of funds.
- Achieved program savings by decreasing the need for support funding due to self-sufficiency. This included establishment of a customer focused vocational specialist position to address the assimilation needs of WSP participants; educational resources, including language training; assistance for indigent, elderly, and disabled clients; and finding appropriate hospital and substance abuse facilities for in-need witnesses.

GOAL 2: INVESTIGATIONS

Strengthen the effectiveness of domestic and international investigations



FUGITIVE APPREHENSION MISSION

Fugitive apprehension is one of the primary missions of the USMS and the greatest opportunity to increase public safety by reducing violence in our communities. The Fugitive Apprehension mission includes domestic and international fugitive investigations including fugitive extraditions, and technical operations. Unique to the USMS is the authority to exercise the same powers of a local sheriff within a state. This provides the USMS with the tools of both a first-tier federal law enforcement officer and the local sheriff. The USMS therefore possesses the authority to enforce the Fugitive Felon Act and may assist state and local agencies in their fugitive missions, even in the absence of interstate or other extra-jurisdictional flight.

To effectively conduct foreign and international fugitive investigations, the USMS manages three foreign field offices, the Mexico and Canada Investigative Liaison programs, and the global extradition program. It also maintains liaison positions at International Criminal Police Organization (INTERPOL)-Washington, Department of Justice (DOJ) Office of International Affairs, the El Paso Intelligence Center, and Diplomatic Security Service.

FY 14 Mission Execution Highlights

The USMS has maintained an average federal fugitive caseload of 49,000 each fiscal year, as seen in Figure 7, including many whom have fled outside the borders of the United States.

In addition to federal fugitives, USMS arrests many violent state, and local fugitives through its extensive network of fugitive task forces. USMS task forces serve as a force multiplier for state and local law enforcement, ensuring our nation's most violent criminals are apprehended for judicial proceedings. In response to increasing requests to assist with state and local fugitive apprehension, the USMS established a formal set of

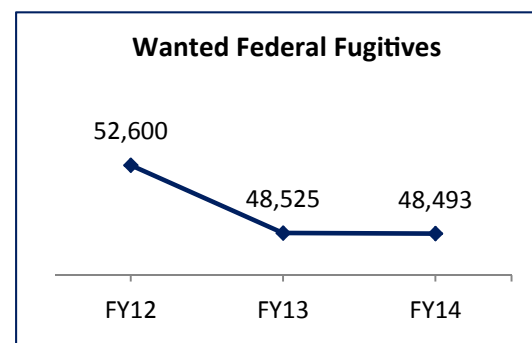


Figure 7 – Wanted Federal Fugitives. Resource allocation and technology strategies are essential to ensure public safety as USMS maintains an average caseload of 49,000 federal fugitives.

selection criteria to ensure the utmost protection of the public by focusing its limited resources on the most violent fugitives. This standard now serves as a performance measure for the 94 USMS districts.

Improvements to the resource allocation strategy were also necessary to direct funds to areas with greatest need and to maximize good stewardship of program funding. The USMS also identified technology challenges and opportunities as it sought strategies to maintain pace with the evolving technical aspects of fugitive apprehension.

In FY 2014, the USMS:

- Enhanced public safety by apprehending or clearing 105,226 USMS federal and egregious state and local fugitives, as shown in Figure 8.
- Enhanced the safety of minors by recovering 79 children as a result of fugitive investigations, as displayed in Figure 9.

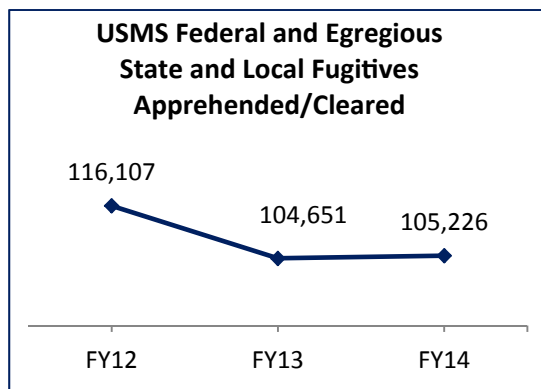


Figure 8 – USMS Federal and Egregious State and Local Fugitives Apprehended/Cleared. USMS task forces are a force multiplier for state and local law enforcement, ensuring our nation's most violent criminals are apprehended for judicial proceedings.

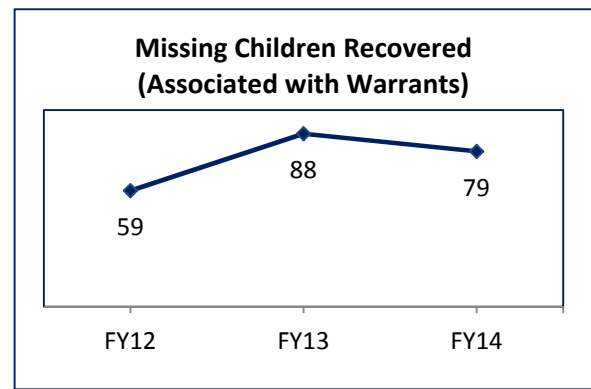


Figure 9 – Missing Children Recovered. USMS coordinates efforts with NCMEC in connecting fugitive investigation resources with other law enforcement agencies in need of assistance.

- Ensured a judicious use of resources, evidenced by a 13% increase of cases meeting the Standard Operating Procedure (SOP) criteria for egregious state and local case adoption. Districts can track their case adoption performance with dashboard metrics.
- Arrested 1,309 gang members as part of Operation Triple Beam gang enforcement initiatives. These arrests included the seizure of 270 firearms, \$130,000 in currency, and approximately \$700,000 in illegal narcotics.
- Closed 31,900 federal warrants and 95,675 egregious state and local warrants. Included in these statistics are 4,282 homicide suspects; 5,658 gang members; and 1,199 Organized Crime and Drug Enforcement Task Force fugitives (Table 6).
- Arrested and returned 30 US citizens wanted on charges including homicide, rape, robbery, child pornography, and assault by executing Operation Red Zone. This four month initiative

USMS Totals	FY 2014
Federal Fugitives Cleared	30,792
Federal Warrants Cleared	31,900
Egregious State/Local Fugitives Cleared	74,434
Egregious State/Local Warrants Cleared	95,675
State/Local Warrants Cleared	108,855
USMS Special Subtotals	FY 2014
Homicide Suspects Arrested	4,282
Gang Members Arrested	5,658
OCDTF Fugitives Arrested	1,199

Table 6 – Warrants Closed.

targeted US fugitives in and traveling through the Philippines, Cambodia, Vietnam, Thailand, and Laos.

- Protected the public by closing 1,311 International/Foreign Fugitive cases. This included 1,136 closed International Fugitive cases involving fugitives wanted by the United States who had fled to a foreign country to avoid prosecution or incarceration. An additional 175 Foreign Fugitive cases were closed involving fugitives wanted by a foreign nation and believed to be in the United States.
- Assisted in the judicial process by performing 883 removals through coordination with 60 foreign nations.
- Responded to 10,374 requests for technical services which resulted in 5,861 felony arrests and 9,156 felony warrants cleared. Notable captures included five Consolidated Priority Organization Targets (CPOT), including the world's most wanted Drug Trafficking Organization (DTO) narcotics High Value Target (HVT) Chapo Guzman and 4 Regional Priority Organization Targets (RPOTS).

PROTECTING AMERICA'S CHILDREN

The USMS is the lead federal law enforcement agency responsible for investigating sex offender registration violations. The USMS has three distinct missions pursuant to the Adam Walsh Child Protection and Safety Act of 2006 (AWA): (1) assist state, local, tribal, and territorial authorities in the location and apprehension of non-compliant sex offenders; (2) investigate violations of 18 USC § 2250 and related offenses; and (3) assist in the identification and location of sex offenders relocated as a result of a major disaster.

FY 14 Mission Execution Highlights

The USMS takes an aggressive approach toward protecting the most vulnerable members of society from violent sex offenders and child predators by partnering with state, local, tribal, and territorial law enforcement authorities, and personnel involved in the regulatory registration process, to define the issues for each jurisdiction; conducting specialized training for state and local law enforcement partners, task force officers, and USMS personnel; and maintaining a critically important partnership with the National Center for Missing and Exploited Children (NCMEC).

There are approximately 750,000 registered sex offenders nationwide, of which a substantial percentage is estimated to be non-compliant with registration requirements.

In FY 2014, the USMS:

- Protected the vulnerable children population by conducting 2,059 Adam Walsh Act investigations, resulting in 493 arrests which included 64 child abductors. The vast majority of investigations were accomplished by dedicated Sex Offender Investigations Coordinator (SOIC) personnel, as shown in Figure 10, as well as additional USMS investigators contributing to the program as collateral duties. Through enhancements to the USMS Justice Detainee Information System (JDIS) and partnership with the NCMEC, USMS investigators are better able to track and prioritize cases where the fugitive has fled with or abducted a child.

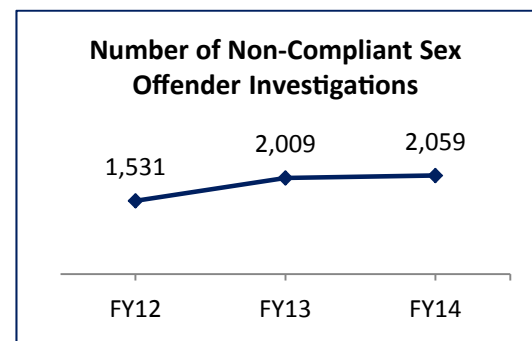


Figure 10 – Non-Compliant Sex Offender Investigations. Historically, the USMS exceeds the noncompliant sex offender investigation target identified as part of the DOJ's priority goal "Protecting Vulnerable People."

ASSET FORFEITURE PROGRAM

The USMS serves as the custodial agency for the DOJ Asset Forfeiture Program (AFP), which is one of the DOJ's most potent weapons against criminal organizations including complex drug organizations, terrorist networks, and organized crime and money laundering groups. The mission of AFP is to remove the proceeds of crime and other assets relied upon by criminals and their associates to perpetuate their criminal activities against society. The three goals of the AFP are to: (1) strip criminals of money or other possessions acquired through illegal activities; (2) compensate victims of crime; and (3) improve and strengthen law enforcement through the sharing of forfeited proceeds. The USMS manages and disposes of assets seized and forfeited by participating federal law enforcement agencies (including the Drug Enforcement Administration (DEA), the Federal Bureau of Investigations (FBI), the Bureau of Alcohol, Tobacco, Firearms and Explosives (ATF), the Food and Drug Administration (FDA), the Department of State (DOS) Diplomatic Security Service, the Department of Defense (DOD) Criminal Investigation Service, and U.S. Postal Inspection Service) and U.S. Attorneys nationwide. As a recognized world leader in asset management and asset forfeiture, the USMS AFP also receives various requests from other countries which range from conducting assessments of a country's asset forfeiture program to providing assistance with the restraint of property both domestic and abroad.

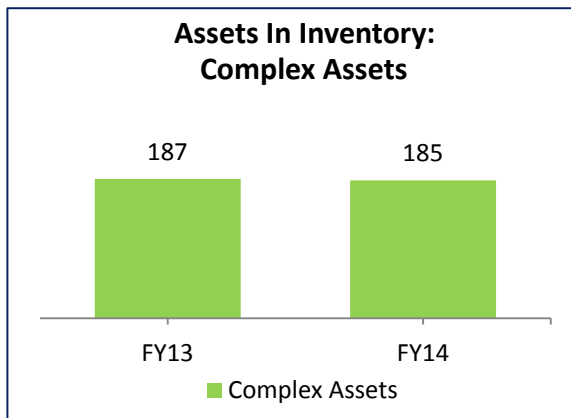


Figure 11 – Assets in Inventory: Complex Assets

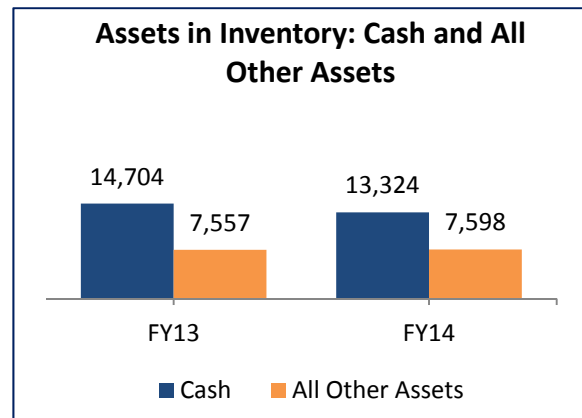


Figure 12 – Assets in Inventory: Cash and All Other Assets.

AFP's critical role involves management and disposal of all assets to include cash, real property, personal property, and complex assets.

FY 14 Mission Execution Highlights

The USMS AFP plays a critical role providing recommendations based on pre-seizure analysis, conducting financial investigations, and the management and disposal of all assets located nationally and internationally, to include cash, real property, personal property, and complex assets, as shown in Figure 11. On average, the USMS AFP receives over 20,000 unique assets annually. The inventory at onset of FY 2014 decreased slightly compared to FY 2013, as shown in Figure 12. Complex assets are assets that require specialized knowledge to restrain, seize, and dispose, while cash signifies the total separate cash asset IDs, not dollar value.

The total number of assets disposed was similar with slight decreases from FY 2013 as seen in Figure 13 and Figure 14.

The USMS AFP is regarded as the expert in the efficient management and timely disposition of seized and forfeited assets; however, maintaining the inherent value of an asset over the duration of the often time-consuming forfeiture process can be a challenge. By promoting cost-saving measures through innovative contract strategies, teaming arrangements, and open lines of communication with stakeholders, the USMS

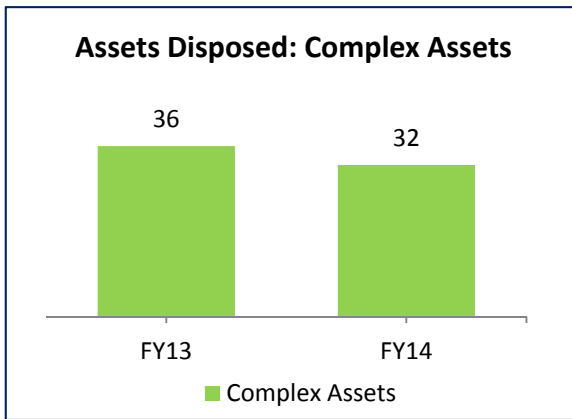


Figure 13 –Assets Disposed: Complex Assets

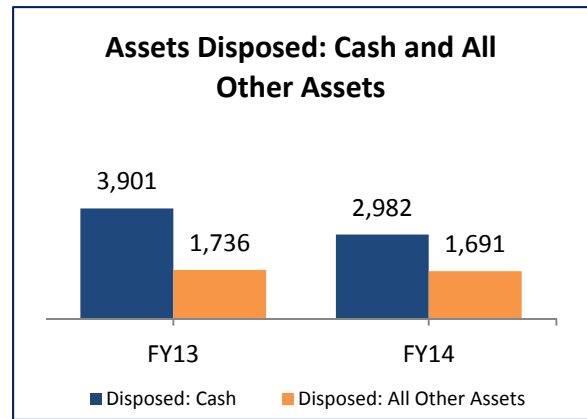


Figure 14 – Assets in Disposed: Cash and All Other Assets.

AFP is regarded as the expert in the efficient management and timely disposition of seized and forfeited assets.

AFP generates the maximum return upon the disposition of an asset. The USMS monitors the Percent of Value Returned to Fund (PVR), which consists of the percentage of a disposed asset's value that was returned to the Asset Forfeiture Fund (AFF) after deducting all USMS management expenses, equitable sharing, and third party payments. This fund, the repository of all forfeited asset proceeds, serves as the primary funding source for the AFP, as well as funding victim compensation and Joint Law Enforcement Operations (JLEO). In doing so, the USMS AFP is making available the maximum proceeds for victims of crime by helping to mitigate the damage caused by criminal activity. As shown in Figure 15, the average PVR for 2014 was 64%.

In FY 2014, the USMS:

- Decreased the overall cost to the AFP while ensuring a highly structured training regimen through an agile, responsive training platform and “blended-learning” approach. Our approach increased training opportunities through the development of a curriculum content delivery system that is a combination of distance learning and classroom exposure, resulting in an annual savings of \$48,600 by eliminating one week of in-class training.
- Conducted the first online government auction of seized Bitcoins. Through a sealed-bid process, the USMS AFP sold 130,000 Bitcoins valued at approximately \$50 million at the time of the sales. The sale was managed in-house to avoid any sales or commission fees.
- Repaid more than \$9.3 million to the City of Dixon with additional assets pending liquidation resulting from the Rita Crundwell case. Crundwell, the former Comptroller of Dixon, IL, used her position to steal more than \$53 million from the city to pay for numerous personal and business expenses, including

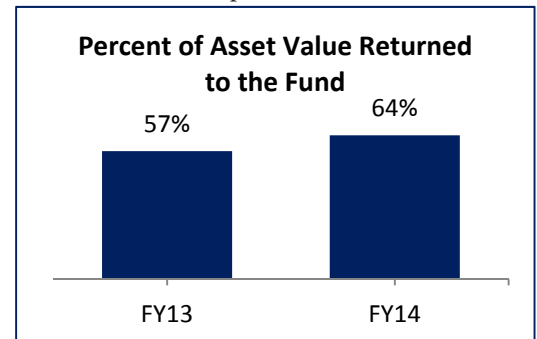


Figure 15 – Percent of Asset Value Returned to the Fund. AFP generates the maximum return upon the disposition of an asset.

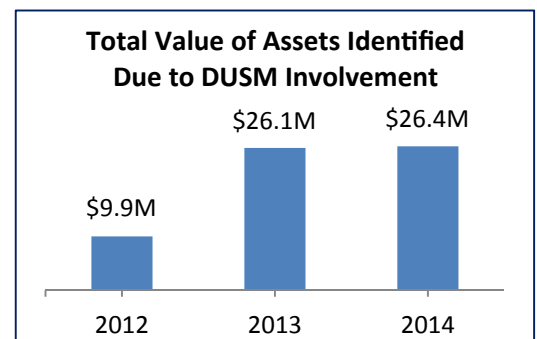


Figure 16 – Total Value of Assets Identified due to DUSM Involvement. A specially-trained unit that supports the goals of AFP strips criminals of possessions acquired through illegal activities, compensates victims of crime, and strengthens law enforcement.

the development of one of the largest world-renowned horse breeding and show operations. The closing of the Crundwell case, which included over 300 American Quarter horses and associated show items, exemplifies the USMS management of notable, large scale, complex asset forfeiture cases.

- Identified \$26.4 million in assets, displayed in Figure 16, resulting from the Asset Forfeiture Financial Investigators Program. The Program, totaling 58 specially-trained Deputy U.S. Marshals (DUSMs) assigned to prosecution teams in 54 judicial districts, conducts financial investigations to deprive criminals of the proceeds of illegal activity.
- Responded to requests from seven countries for international asset forfeiture assessments. It also addressed the emerging international asset forfeiture mission by creating a highly specialized dedicated unit focused solely on coordinating the law enforcement efforts necessary to identify and restrain assets both domestic and abroad that are subject to forfeiture in a court of jurisdiction world-wide.

GOAL 3: NATIONAL DETENTION OPERATIONS

Optimize National Detention Operations with well-established business practices that achieve cost effective, safe, secure, and humane confinement and transportation.



PRISONER SECURITY, DETENTION, AND CARE

The Prisoner Security mission is a complex and multi-layered function, both in scope and execution. The USMS is responsible for the national operational oversight of all detention management matters pertaining to individuals remanded to the custody of the Attorney General. The USMS ensures the secure care and custody of these individuals through several processes to include providing sustenance, ensuring secure lodging and transportation, evaluating conditions of confinement, providing medical care deemed necessary, and protecting their civil rights through the judicial process.

Detention resources provide the housing, transportation, medical care, and medical guard services for federal detainees remanded to USMS custody. Detention resources are expended from the time a prisoner is brought into USMS custody through the termination of the criminal proceeding and/or commitment to Federal Bureau of Prisons (BOP). The federal government relies on various methods to house detainees “as effectively and efficiently as possible.”

FY 14 Mission Execution Highlights

The USMS preserves the integrity of the Federal Judicial process by administering the federal detention management system and establishing national detention policy. Program execution of the housing, transportation, and care of federal prisoners involves extensive capacity planning and detention management, forecasting and analysis of workload and resources, and oversight of the conditions of confinement.

In FY 2014, the number of prisoners received by the USMS was 202,680, which was 6%, or 13,112 prisoners

FY14 Prisoners Received: By Offense		
Performance Measure	Budget Projection	Actual
Prisoner Bookings		
Total	215,792	202,680
Violent	4,610	5,796
Property	15,743	12,877
Drugs	29,817	24,406
Weapons	8,073	7,410
Immigration	104,363	82,122
Other New Offenses	13,146	12,130
Supervision Violations	22,758	23,272
Material Witness	4,334	4,977
Writs, Holds, Transfers	12,948	29,690
Table 7 – Prisoners Received. The number of prisoners entering detention was 6% lower than projections for FY14 and 8.7% below FY13 totals.		

below the FY 2014 projection, as shown in Table 7. Compared to FY 2013, the number of prisoners received decreased by 8.7%, or 19,361 prisoners.

The number of prisoners received for immigration offenses decreased by 16.2%; weapons offenses decreased by 10.3%; supervision offenses decreased by 7.3%; and drug offenses decreased by 14.0%.

As a result, the FY 2014 Average Daily Population (ADP) was 55,420, which was 9.7%, or 5,959 prisoners below the FY 2014 projection as shown in Figure 17. The lower than projected ADP was observed nationwide with the greatest decline in the Southwest region by 6%, or 1,421 average daily prisoners. In the Midwest region, the ADP decreased by 1,203 prisoners. By comparison, in the remaining regions, the ADP decrease was less than 600.

The USMS conducted a number of cost savings initiatives including close monitoring of the use of BOP detention beds, tracking movement backlogs and designation patterns to reduce detention costs, reducing the costs of Quality Assurance Reviews (QARs), and initiating the use of Arizona detention beds by several districts to reduce per day costs.

In FY 2014, the USMS:

- Maintained a balanced approach for detention by housing 10,122 prisoners in BOP detention facilities with beds specifically allocated for USMS use and housing 11,035 prisoners in private facilities under direct contract.
- Held the per day jail cost per capita at \$76.33 as a result of lower than projected rates for all types of facilities as displayed in Table 8. The greatest difference was observed for private facilities under direct contract. The average rate paid for these facilities was 5% below the projected level. While the rate paid at each of the individual facilities increased, because of the greater utilization of private detention space and low cost incremental rates built into certain contracts, the account was able to garner greater economic efficiencies than originally anticipated.
- Contributed to cost effectiveness by holding the detention cost per capita, per day (which includes Housing, Medical Services, and In-District Transportation) to \$82.92 as shown in Figure 18.

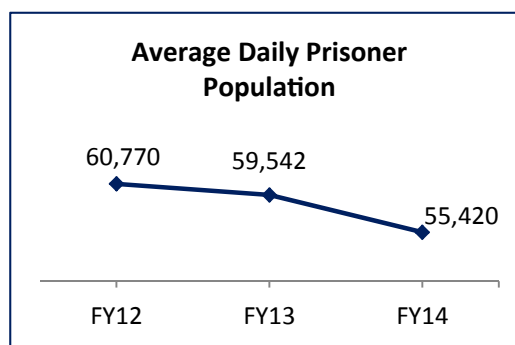


Figure 17 – Average Daily Prisoner Population. A lower than projected ADP was observed nationwide with an overall decrease of 9.7% below FY14 projections.

FY14 Per Diem Rate Paid by Facility		
Performance Measure	Budget Projection	Actual
Total	\$78.15	\$76.33
IGA Total	\$69.94	\$68.74
State & Local	\$72.26	\$70.69
Private, Indirect	\$62.94	\$60.31
Private, Direct	\$103.70	\$98.53

Table 8 – Per Diem Rate Paid by Facility. The USMS garnered greater economic efficiencies through greater utilization of private detention and low cost incremental rates.

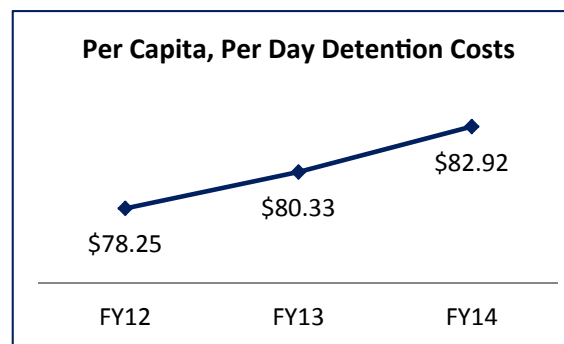


Figure 18 – Per Day Detention Costs. Our costs support the federal government's objective of housing detainees "as effectively and efficiently as possible."

Reduced population levels result in an inability to reach the economies of scale available with larger population levels.

- Projected rate reductions to result in \$6.0M in cost avoidance on a full-year basis based on the current USMS utilization of 59 facilities where USMS negotiated reduced per diem rate changes. Compared to the original rate increase requested, Intergovernmental Agreement (IGA) staffs were able to negotiate an average rate reduction of \$7.40.
- Produced 940,636 prisoners for court proceedings, attorney meetings, prisoner medical, prisoner transfer, Justice Prisoner and Alien Transportation System (JPATS) airlift, and BOP bus support, etc., as seen in Figure 19. The decrease in prisoner production was attributable to the general decrease in the number of prisoners received, the average daily detention population, and the number of required prisoner transfers.
- Reduced time in detention from sentencing to commitment to 53 days (2 days below the performance target); compared to FY 2013, S2C decreased by 5.2 days.
- Efficiently managed government resources by releasing 44,794 prisoners from USMS custody following short-term sentences as displayed in Table 9. 88% of the prisoners released by USMS following sentence expiration were arrested for immigration offenses. Prisoners serving short-term sentences in USMS custody accounted for 7% of the total USMS detention population. An estimated \$105M was expended annually to house these prisoners, post-sentencing.
- Held per capita medical costs to \$2,041, \$2 lower than the FY 2014 target. Expenditures for prisoner medical totaled \$113.1M. Of this amount, \$60.4M was paid to medical service providers for the care of USMS prisoners; \$33.4M was for fixed program related expenditures; and \$19.3M was for medical guards and transportation. Approximately 30% of the costs paid were fixed in nature.
- Enabled the monitoring and management of local prisoner movements in one central, web-based system by implementing the eMove In-District Transportation module to assist districts in the scheduling and managing all In-District Judgment and Commitment (J&C) moves. eMove also provides visibility of all prisoner movement scheduling nationwide and enables accurate local and national reporting.
- Added 824 much needed beds for BOP utilization, and reduced crowding at BOP low security facilities by 3% by coordinating the return of Oakdale from the U.S. Immigration and Customs Enforcement (ICE) to exclusive BOP usage to reduce inmate crowding in the BOP.

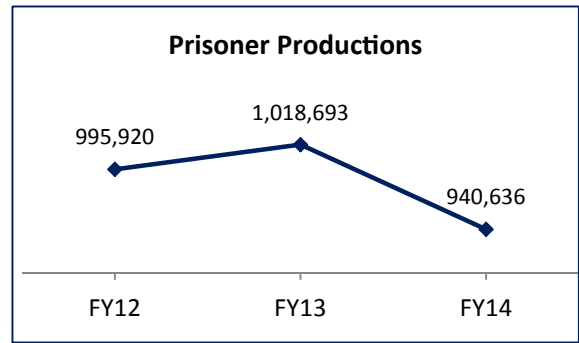


Figure 19 – Prisoner Productions. The decrease in prisoner production was attributable to the general decrease in the number of prisoners received, the average daily detention population, and the number of required prisoner transfers.

FY14 Time-in-Detention: Prisoners Serving Imposed Sentences in USMS Custody	
Prisoners with Short-Term Sentences Released by USMS	44,794
Time-in-Detention, Post Sentencing	
30 days or less	28,228
31-60 days	9,993
61 to 90 days	5,164
91 days or more	1,409
Average Detention Time (Days)	
Pre-Sentence	7.7
Post-Sentence	31.1

Table 9 – FY14 Time in Detention. An estimated \$105M was expended to house prisoners, post-sentencing.

- Achieved an ADP of 4,793 at the Central Arizona Detention Facility (Florence) at the end of FY 2014 and a year-to-date housing cost avoidance of \$8,355,560 through the Arizona/Southern California Cost Avoidance Project. The Arizona/Southern California Cost Avoidance Project addressed the under-utilization of the Central Arizona Detention Facility (Florence) and Southern California's critical need for low cost bed space. POD negotiated a 14-month period (August 2013 - September 2014) of reduced pricing with Corrections Corporation of America at the Central Arizona Detention Facility. With this reduced pricing in place and working with Southern California and the District of Arizona, the USMS increased Central Arizona Detention Facility's ADP to 5,000 for the duration of FY 2014.
- Generated Quality Assurance Review (QAR) program cost savings totaling \$600,000 annually by implementing an automated, integrated Quality Assurance Program (QAP) through integration of the legacy USMS facility review program and the legacy Office of Detention Trustee (OFDT) QAP. This action generated new policy, updated Federal Performance-Based Detention Standards (FPBDS), updated review procedures for non-federal IGA facilities, and an automated facility review document. By increasing the use of staff in facility reviews (e.g., Public Health Services medical staff), the resulting reduction in the use of contractors generated the QAR program cost savings.
- Improved resource efficiency by establishing a Medical Audit Program to ensure USMS prisoners receive only medically necessary health care; the USMS receives the medical services it paid for; compliance with USMS prisoner medical policy; and medical contractors adhere to the provisions of their contracts.
- Achieved a savings of over \$500,000 in office rental costs by physically consolidating the "merged" POD and moving 75 employees and associated equipment from two different locations into one consolidated office.
- Reduced crowding at District of Puerto Rico (D/PR) – Metropolitan Detention Center (MDC) Guaynabo to an ADP below 1,200. At the time of the MDC's construction in 1992, the USMS capacity was set at 989. In FY 2013, the ADP at MDC GUA was 1,452. To reduce USMS prisoner population below 1,200, the USMS, in conjunction with the Judiciary and off-island detention facilities, developed an action plan to move prisoners to the Robert A. Deyton Detention Facility and to the BOP Federal Detention Centers (FDC) in Miami and Atlanta.
- Took positive action to reduce prisoner suicide by developing the prisoner Suicide Prevention Training Program in collaboration with the National Institute of Corrections and the BOP. The program was presented during a national webinar for all USMS staff and local jail staff using a panel of recognized suicide prevention experts. Additionally, the program was made available to all detention and corrections professionals nation-wide through on-line access by the National Institute of Corrections.

PRISONER TRANSPORTATION (OUT OF DISTRICT)

JPATS transports prisoners in support of the federal judiciary and law enforcement partners, the BOP and the USMS. JPATS also provides prisoner transportation to state and local law enforcement agencies and other federal agencies, including the military, on a space-available basis.

JPATS manages the coordination, scheduling, security, and movement of prisoners in federal custody transporting them to detention facilities, courts, and correctional institutions across the 94 judicial districts through a network of aircraft, cars, vans, and buses. JPATS air transportation operations provide greater security and are more economical than commercial airlines. Air transportation is conducted utilizing JPATS-owned and leased aircraft.

FY 14 Mission Execution Highlights

At the end of FY 2014, the JPATS fleet consisted of Boeing 737-400 (large), SAAB 2000 (medium), and Hawker 800 (small) aircraft as well as multiple leased aviation platforms. JPATS routinely serves over 40 cities and can adjust airlifts to any location in the United States as required. The USMS transports over 117,000 prisoners outside of their current district location each year. In FY 2014, as seen in Figure 20, the total number of out-of-district prisoner transportation requests decreased slightly compared to FY 2013.

In FY 2014, the USMS:

- Demonstrated cost avoidance of \$7 million, with zero accidents/incidents, within the first year of operation of two Boeing 737-400 aircraft. The purchased aircraft replaced a long-term lease and exceeded projected savings of the owned aircraft. As part of the transition, JPATS developed and implemented a comprehensive plan to staff and train pilots, backend crew, and maintenance personnel on the new airframe. JPATS also utilized contracted instructor pilots to augment the crews as JPATS pilots gained initial operating experience.
- Held Transportation Unit Cost at \$1,257, 6.8% below the target as shown in Figure 21. The Transportation Unit Cost consists of the cost of transportation and the cost of in-transit housing.
- Improved cost effectiveness of training by developing a Distance Learning module for Air-Lift Operations Ground Point-of-Contact duties and responsibilities. This 60-minute module will be available in FY 2015 and is a means of training the Ground Points-of-Contacts in effective and efficient air-lift operations which will directly affect overall safety, security, cost, and timeliness of prisoner transport.
- Managed inflight medical emergencies without diversions/returns resulting in a cost avoidance of \$195,442, as shown in Table 10. JPATS paramedics responded to 21 medical emergencies, 16 occurring in flight. As a result of medics (with Zoll monitors) being available to care for prisoners experiencing issues in flight, JPATS was able to manage 13 medical emergencies for continued transport to the next station.

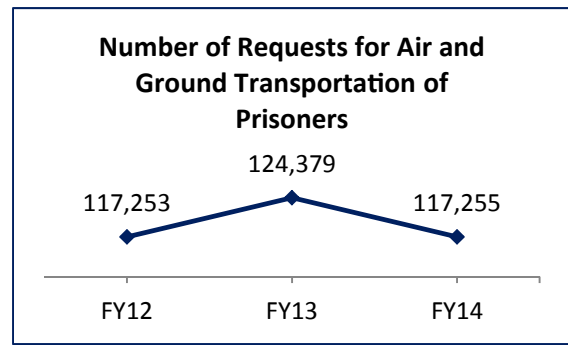


Figure 20 – Number of Requests for Air and Ground Transportation of Prisoners. JPATS routinely serves over 40 cities and can adjust airlifts to any location in the United States as required.

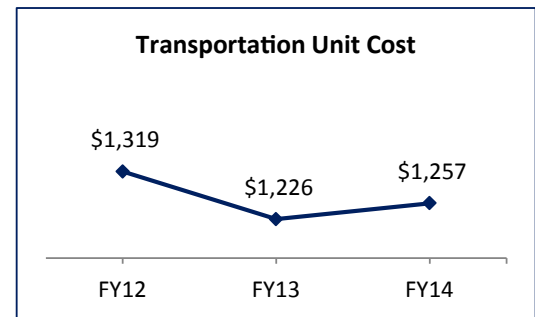


Figure 21 – Transportation Unit Cost. The cost of transportation and cost of in-transit housing was reduced to 6.8% below target.

In-Flight Emergencies and Flight Diversions			
FY	Inflight Emergency without Diversion	Inflight Emergency with Diversion	Cost Avoidance
2013	6	1	\$90,204
2014	13	3	\$195,442

Table 10 – In-Flight Emergencies and Flight Diversions. JPATS Paramedics responded to 21 medical emergencies, 16 occurring in flight.

- Increased prisoner movements from 52% to 67% and improved scheduler productivity from 25.6 days in FY 2013 to 23.4 days in FY 2014 by improving the Justice Management Information System (JMIS) Automated Routing and Scheduling System (JARS) to more accurately plan prisoner movements and increase transportation network coverage. This effort was recognized with the receipt of the Attorney General's Award for Excellence in Information Technology (IT), the highest honor bestowed by the Department of Justice. JARS detailed hundreds of JPATS trips and over 11,000 prisoner routes.
- Achieved an estimated \$150,000 reduction per year in personnel costs and eliminated the work of two employees by establishing data exchange between JDIS and JMIS to automate the chain of custody. This project took a manual data entry process by 3 Full-Time Employees (FTE) and created an automated data interface that turned JMIS movement data into JDIS custody records. In June 2014, the new automated process completed 88% of the manually entered data. This action provides better functionality and data system integration, which supports more streamlined transportation processes.
- Improved the information and work processes available to the crew on JPATS aircraft by deploying iPads and mobile web access to JPATS mission users on JPATS aircraft. These actions created a mobile manifest with prisoner photos, the ability to enter the SOIC Log, record incident reports, and allowed timely contact with JPATS coordinators. Users are now able to perform many administrative functions and reports during airlift missions, rather than incurring overtime after long duty days.

GOAL 4: SAFETY OF LAW ENFORCEMENT PERSONNEL

Promote officer safety and provide effective support during domestic and international emergencies



LAW ENFORCEMENT PERSONNEL SAFETY

The protective, investigative and detention missions of the USMS places operational personnel, along with various law enforcement partners, in situations with a potential for violence. Ensuring the safety of law enforcement personnel and our communities is paramount to the USMS.

FY 14 Mission Execution Highlights

To mitigate risk to law enforcement personnel, the USMS created a Law Enforcement Safety Training Program dedicated to this mission. In FY 2014, the USMS trained 1,162 operational personnel in Officer Safety Training including 800 USMS and Task Force Officers (TFOs) in High Risk Fugitive Apprehension (HRFA) training.

The ability to provide reoccurring training on a regular basis to over 4,000 operational personnel and 2,000 TFOs remained a concern and priority. Consistency of training was also highlighted as a concern. In FY 2014, a model was developed that provides a consistent approach based on need. Training was categorized into specific categories to include National HRFA Training, Identified Risk Specific Training, and District Training. Through this model, the USMS laid the foundation to provide officer safety training to all USMS operational personnel on a reoccurring basis and in a cost-effective manner.

In FY 2014, the USMS:

- Set the framework for advancing the safety of USMS operational personnel by completing the development of an officer safety training policy to ensure that all officer safety training is taught in a consistent manner. It is critical that the Agency teach tactics in the same manner across all districts and divisions. Furthermore, it is crucial that the content is an accepted industry standard for law enforcement operations.

- Provided over half of USMS operational personnel with specialized officer safety training. Along with training provided in 2012/13, the Training Division conducted over 40 HRFA training courses between January and December 2014 for 1,060 USMS personnel and 160 TFOs.
- Increased officer safety by creating a network of Tactical Training Officers (TTOs) to support the implementation of the USMS HRFA program. The USMS trained over 100 Deputy U.S. Marshals to be TTOs through a newly developed, intensive three-week instructor training program. TTOs are critical to ensuring all operational personnel receive HRFA training in a cost effective manner. Through TTOs, districts are able to conduct training locally eliminating the need for personnel to be away from duty stations and travel costs. TTOs are also critical in supporting basic Deputy U.S. Marshal training and district specific training as identified by the USMS.
- Increased agency ability to focus on specific training programs and related resources by realigning the Training Division organization to focus on specific training programs, to include officer safety. The newly created Core Training Branch includes all agency training programs held at the USMS Academy and the newly created Law Enforcement Safety Training Branch focuses on officer safety, including HRFA, TTO, and firearms training.
- Ensured that law enforcement personnel have the necessary functional safety equipment, deployed in a timely manner, over the long term by developing a cyclical replacement program for required officer safety equipment including body armor, Tasers, and shields. To accomplish this objective, the USMS developed testing standards to independently assess the effectiveness of equipment over time and determine the replacement cycle.
- Improved district ability to maintain compliance with USMS firearm qualification policy by re-opening seven of 15 USMS firing ranges in order to restore access to practice facilities in support of Officer Safety initiatives. This initiative will enhance firearms training for approximately 342 operational employees.

DOMESTIC AND INTERNATIONAL EMERGENCY SUPPORT

The USMS equips operational personnel with critical tactical communication capabilities, including equipment that is interoperable with federal, state, and local law enforcement partners. The USMS also ensures that procedures, systems, and resources – including adequately trained personnel – are in place to allow for rapid response to national emergencies, crises involving homeland security, special assignments, and security missions.

FY 14 Mission Execution Highlights

Increasing threats to public safety highlight the persistent challenge for law enforcement personnel to maintain preparedness. This is especially necessary in a climate of budget reductions and proliferating risks such as advancements in weaponry and technology. The USMS has significantly expanded its capacity to equip and train law enforcement officers and respond to emergencies.

In FY 2014, the USMS:

- Took steps to ensure the long-term viability of the Special Operations Group (SOG), a specially trained and equipped tactical unit deployed in high-risk and sensitive situations that call for skills such as explosive breaching, evasive driving, and tactical medical support, by assessing its budget and resource needs.

- Apprehended Eric Frein, who was wanted for a September 12, 2014, ambush of the Pennsylvania State Police that killed Corporal Byron Dickson and critically wounded Trooper Alex Douglass. In support of the Pennsylvania State Police and with the assistance of hundreds of law enforcement officers, SOG apprehended Frein in Stroudsburg, Pennsylvania, on October 30, 2014, after an almost seven-week manhunt. The pursuit of Frein, who was a self-reported sniper with a myriad of outdoor survival and military tactical skills, required SOG deputies to deploy the full range of their tactical capabilities in rural operations and put themselves in the way of serious harm. SOG collaborated with other USMS units in its investigation, including Investigative Operations Division, the Office of Strategic Technology, and the Office of Emergency Management. The deployment was one of more than 100 SOG deployments in FY 2014, a number which has significantly increased since 2013 as shown in Figure 22.

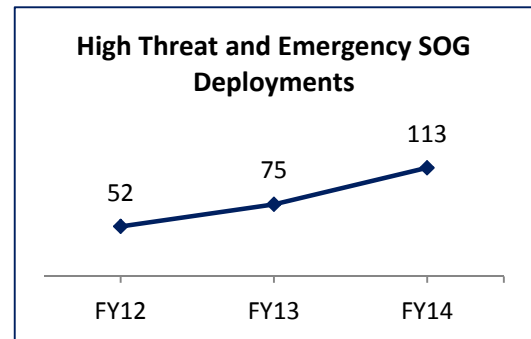


Figure 22 – High Threat and Emergency SOG Deployments. Increasing in number, SOG deployments are essential elements in missions such as the Eric Frein manhunt.

- Improved officer and public safety by developing a communication strategy to provide all operational personnel with the ability to communicate during mission-related activities. Communications training is now included in basic deputy training; additionally, every district now has a Communications Officer who has specialized training and provides collateral communications support.
- Further enhanced officer safety by deploying 631 dual-band radios that are interoperable with other law enforcement components' communications systems.
- Improved agency responsiveness by staging the Mobile Command Centers in critical areas of the US to enable more rapid response to emergencies and crises.
- Bolstered the deployment capabilities of the USMS Critical Incident Response Team by regionalizing operations and adding 15 newly trained collateral members.
- Achieved 51 K9 finds (e.g. weapons, spent shell casings) in support of federal, State & local investigations or enforcement operations. The 16 USMS K9 teams in the Explosive Detection Canine Program conducted 6,028 USMS facility security sweeps, 3,422 protective sweeps, and 52 search warrants. USMS K9s rapidly rule out the presence of dangerous materials in unattended packages, structures, or vehicles.
- Provided tactical equipment and train-the trainer education including 48 Firearms Instructor Training Program instructors, 50 Tactical Training Officers, 50 Active Shooter Instructors, and 24 Use-of-Force Instructors for the USMS. SOG also supported the Training Division's 45 HRFA courses with Deputy Trauma Course instruction and recertified 20 Operational Medical Support Units (OMSU).
- Expended over 55,000 work hours on training deployments and over 40,000 work hours on mission-related deployments, including OMSU intervention

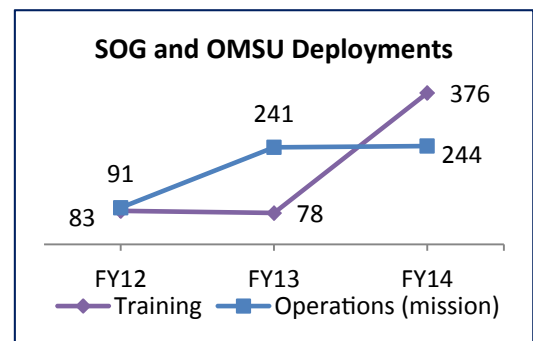


Figure 23 – SOG and OMSU Deployments. USMS deploys SOG and OMSU to support operations and maintain critical certification requirements.

and treatment for medical emergencies including heat stroke, blunt trauma injury, significant head injuries, gun shots, and basic life support in remote locations (Figure 23).

- Successfully trained 1,063 Afghan Judicial Security Unit (JSU) officers to provide security for the judiciary at 13 Afghan courthouses in 5 different provinces throughout Afghanistan by the end of 2014. The success of the JSU is critical for the security of Afghan Judges, court facilities, and overall Rule of Law in Afghanistan. While USMS completed the training and establishment of the Afghan JSU and withdrew from Afghanistan in 2014, the culmination of USMS efforts in Afghanistan won the recent approval by the Afghan Government to expand the JSU in order to provide security at 42 courthouses in all 34 Afghan provinces in 2015. FY 2014 marked the end of the seven-year USMS participation in the DOJ Rule of Law efforts in Afghanistan, through designing and creating the JSU, a new unit within the Afghan National Police, Ministry of Interior. The primary mission of the JSU is to protect court facilities, provide personal protection for judges, and investigate threats against the judiciary. SOG members developed the JSU in such a way as to provide longevity through a sustainable progression of continued training, development of an instructor core, and ensuring a “train the trainer” capacity to expand the JSU throughout Afghanistan. SOG established an Education Training Unit (ETU) within the JSU and created several comprehensive training programs for JSU personnel. These programs have been translated into local dialects of Dari and Pashtu and are now taught by JSU ETU staff. Since 2012, the ETU has been providing instruction during training proving that they can self-sustain and maintain the JSU on their own, which is crucial to the future of the JSU and its ability to expand and train new officers. Initially in 2008, the program was only authorized for 29 JSU officers, but due to its success, the program expanded to the numbers achieved by 2014 and will continue to increase in 2015 and beyond. On September 6, 2014, the final rotation of USMS SOG deputies finished demobilizing and departed Afghanistan.

GOAL 5: PROFESSIONAL WORKFORCE

Ensure professionalism and accountability, and promote innovation



PROFESSIONAL WORKFORCE

The USMS requires a professional workforce to accomplish its complex and varied mission. The USMS workforce consists of approximately 5,400 employees, 75% of which are law enforcement, in over 300 locations. Administrative functions provide the necessary foundation for effective service delivery, results focus and risk abatement. The USMS continues to assess and advance human resource systems and operations to meet emergent challenges and increasing requirements.

FY 14 Execution Highlights

In recent years, restricted funding and position allocation curtailed hiring and diminished the capacity of the USMS to maintain and advance service and program requirements in support of the workforce. In FY 2013 and FY 2014, USMS leadership took proactive steps to reverse this trend by shifting resources to maximizing hiring within the existing constraints. As result, in FY 2014, the USMS was able to hire personnel for 145 positions, significantly advance service delivery to both employees and leadership, as well as improve the control and compliance environment. The Human Resources Division (HRD) initially targeted and addressed communication gaps and common programmatic difficulties and has continued to identify areas for improvement through metrics, customer feedback and compliance reviews.

In FY 2014, the USMS:

- Maximized available hiring while ensuring the number of positions remained within established ceilings by designing and implementing a hiring strategy for administrative positions in district offices.
- Identified means designed to produce a larger pool of qualified candidates for hard-to-fill positions by completing an analysis on hard-to-fill positions for both law enforcement and administrative positions. Established what the drivers were for this and what options/tools the USMS has available to enhance the recruitment of such positions.
- Improved ability to continue to operate while limiting the impact of losses in hard-to-fill locations by designing a limited Office of Preference (OPREF) tool to allow reassignment to employees.
- Improved the scrutiny and consistency of USMS mandatory retirement decisions by defining the analysis, criteria and regulatory requirements for requesting and approving an extension to law enforcement mandatory retirement.

- Ensured greater consistency and transparency by designing a limited lateral reassignment opportunity process by which offices with unique critical staffing needs may request and be considered for an internal reassignment opportunity. This included an extensive workload and subject matter expert approval process and the development of an automated system to request and track consideration.
- Improved performance management by developing guidance in the form of information packets, instructional materials, and checklists to guide managers in the performance management process and management of poor performers. The USMS also initiated acquisition of external online tools which will provide extensive information and webinars on a variety of topics.
- Advanced the USMS efforts to create an adequate pool of qualified candidates by redesigning recruiter tools and guidance and establishing a collaboration site for dissemination of information and best-practices.
- Improved timeliness of service by designing and implementing HR Assist, an online “help desk” system, through which all employees may request assistance from HRD on any topic.
- Provided enhanced transparency and access to official records by ensuring that documents were appropriately assigned and provided added protection for Personally Identifiable Information by conducting a 100 percent review of documents filed in each Electronic Official Personnel Folder.
- Provided integrity to a valuable government benefit by ensuring program compliance with Voluntary Leave Transfer and Bank Program by reviewing 100 percent of ongoing cases to ensure each continued to meet and properly document the eligibility requirements.
- Improved record processing efficiency and alleviated discrimination by aligning with Office of Personnel Management (OPM) and Federal Occupational Health guidance, eliminating age-based liability complaints, and simplified program management to effectively increase employee compliance by revising the USMS medical review process from an age differentiated process to a standard biennial process.
- Generated a comprehensive policy action plan and updated a significant number of human resources related policies by completing an internal compliance audit and aligning HRD practices with USMS and DOJ policy.
- Enhanced the law enforcement hiring process by ensuring consistent, fair and effective hiring practices and aligning internal and external Deputy U.S. Marshal hiring processes.
- Successfully completed two delegated examining audits with no significant findings and closed out all audit items within 60 days of each report. DOJ recognized the audit success and requested the USMS to serve as a peer-to-peer auditor within the department.

TRAINING AND DEVELOPMENT OPPORTUNITIES

A comprehensive training plan is an integral component for an organization in order to promote and ensure professionalism, accountability, and promote innovation. Through training, the USMS is able to address both the needs of the organization and the needs of our personnel. The USMS strives to identify needs of employees and develop mechanisms to provide critical training, within the budget and resource constraints that exist in today's workplace.

FY 14 Execution Highlights

During FY 2014, the USMS began developing programs to leverage technology for training to identify competencies and skill gaps. These programs were utilized in the development of employee training plans

and to ensure that training is conducted at the highest level following strict standards. This resulted in the development of a comprehensive training plan to meet specific mission and certification requirements.

In FY 2014, the USMS:

- Increased the ability to more effectively leverage technology to increase and enhance training objectives by creating and implementing a Distance Learning Training Program that enabled robust training development and delivery. In FY 2014, 10 USMS specific distance learning courses were created.
- Established a framework to develop position specific curriculum and training and to provide developmental opportunities by identifying the core competencies and skill gaps for select USMS operational and administrative positions such as Administrative Officers and procurement and contract personnel. The analysis identified specific skill gap information in critical positions to meet the required competencies of the workforce.
- Achieved accreditation of the Basic Deputy Program in line with Federal Law Enforcement Training Accreditation (FLETA) standards and established process to have the Training Academy accredited. Completed Training Guidelines and updated programs, procedures, and training materials to comply with accreditation standards developed by FLETA. The Comprehensive Training Guidelines provide a process and structure for the development and implementation of professional training programs.
- Improved employee proficiency by ensuring that personnel have the tools needed to meet current requirements and future opportunities by formally training over 1,800 personnel in Core and Professional Development Training Programs as shown in Figure 24.
- Achieved cost savings and ensured the USMS met OPM requirements by implementing leadership training to ensure compliance with the OPM training requirements for new managers. This included two leadership programs – one for supervisory leadership and one for newly promoted chief deputies and senior administrative managers. Further, the supervisory course is a blended learning program utilizing a combination of computer-based and instructor-led training.
- Expanded degree opportunities for operational and administrative staff. The USMS invited institutions of higher learning to participate in a MOU to provide USMS staff with a broad choice of degree opportunities. These educational programs include both classroom settings and online options. As a result of this effort, more educational opportunities are available, and USMS personnel will be able to receive credit for training and work experience relevant to the degree opportunity.
- Enhanced and streamlined conference approval process to ensure compliance with DOJ policy and requirements on training and conferences. Over 850 training/conference requests were vetted to ensure mission criticality utilizing a survey tool that meets DOJ and Office of the Inspector General (OIG) reporting requirements.
- Achieved a \$31,500 savings per course by streamlining the Asset Forfeiture Blended Learning initiative and implementing distance learning modules to reduce the mandatory two week Business of Forfeiture

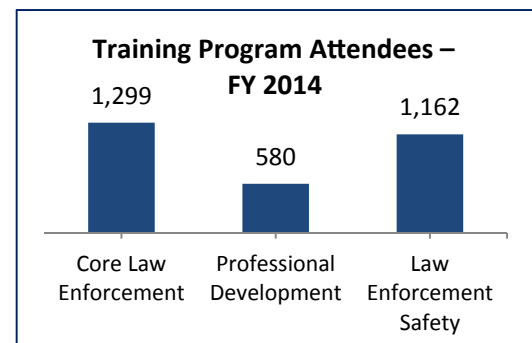


Figure 24 – Training Program Attendees. USMS training programs ensure that personnel have the tools needed to meet current and future requirements and opportunities.

training course into an intensive, one week session. Further training refinements in FY 2014 resulted in the creation of a training pipeline, from online to in-classroom training within one year of occupying an AFP position. Additionally, asset forfeiture training was expanded to include key USMS personnel such as Administrative Officers and collateral duty DUSMs.

PROGRAM ASSESSMENT

The core mission of the USMS Compliance Review (CR) program is to provide independent, objective assessments of USMS program activities. The CR program assists the USMS in accomplishing its objectives by executing a systematic, disciplined approach to the evaluation and improvement of risk management processes, efficiency of operations, and governance. The CR program is the USMS's key internal control mechanism for all operational and administrative programs and directly impacts the USMS Director's priority to increase security, productivity, accountability, and compliance by providing critical support for USMS Strategic Plan Objectives. The USMS CR program provides the USMS management with trend analyses, observations, and recommendations culled from the successful execution of the district and division review programs, the Office of Management and Budget (OMB) Circular A-123 Management's Responsibility for Internal Control program, and the external audit liaison function.

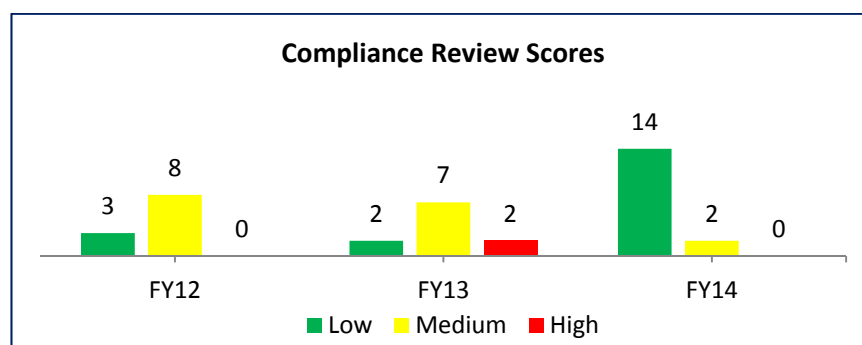


Figure 25 – Compliance Review Scores. The CR Program is the USMS's key internal control mechanism for all operational and administrative programs. The risk-based rating system identifies reviews that are high, medium or low risk to agency operations, reputation and funding status.

FY 14 Execution Highlights

In order to assist districts the divisions in their efforts to achieve compliance with policies, procedures, regulations, and laws applicable to their areas of responsibility, the USMS developed the Self-Assessment Guide (SAG). The SAG affords all districts and divisions a consistent mechanism for ensuring compliance while addressing and mitigating risks facing the USMS. The CR program makes every effort to ensure the SAG is current and risks are mitigated.

In FY 2014, the USMS:

- Updated the SAG to ensure both the district SAG and the division SAGs are reflective of current USMS policy, procedures, applicable laws and regulations, and external audit recommendations and deployed the SAG to all 94 districts and every division. Annual completion of the SAG serves a valuable function as a management tool for addressing areas needing corrective action.
- Initiated electronic Self-Assessment Guide (eSAG) enhancements (to be launched in FY 2015) to include a new assignments screen to assist USMS management in assigning multiple questions to

a single individual in a more expeditious fashion, an overview page for USMS management, and enhanced document internal management assessment.

- Eliminated uneven findings, raised overall compliance review scores, and more clearly identified areas of concern for leadership to prioritize remediation efforts by implementing a new risk-based reporting system. The new risk-based reporting system more accurately assesses risks facing the Agency by categorizing each Notice of Finding and Recommendation (NFR) into one of three categories – significant, reportable, or minor. These categories are based on the number of exceptions identified and are weighted accordingly.
- Initiated a Staff Assist program to mitigate agency-wide risks caused by systemic issues identified during on-site Compliance Reviews. The volume of this effort was considerable, as the USMS reviewed thousands of documents assessing internal controls and key processes (provided by each of the 94 districts) and conducted over 70 teleconferences with district management. The feedback for the process was favorable and the results tangible as evidenced by the implementation of corrective actions in some instances.

GOAL 6: INFRASTRUCTURE DEVELOPMENT

Develop a strong and efficient operating infrastructure by modernizing business processes and systems



FINANCIAL MANAGEMENT MODERNIZATION AND COMPLIANCE

The USMS Financial Management encompasses budget formulation and execution, financial and accounting services, financial systems management and oversight, accuracy of financial statements, audit coordination, and procurement activities and compliance.

FY 14 Execution Highlights

In FY 2013, the USMS transitioned to the Unified Financial Management System (UFMS). UFMS is the enterprise-wide initiative to improve existing and future financial and acquisitions operations used by component organizations. UFMS improves financial management performance throughout the DOJ and helps ensure compliance with Federal and DOJ regulations and mandates. Success required considerable coordination and collaboration between

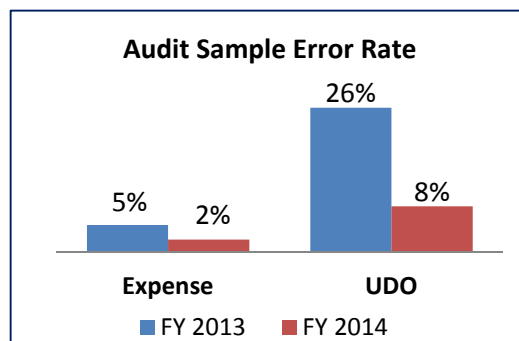


Figure 26 – Audit Sample Error Rates. Reduction in error rates corresponded with establishment of the Austin Processing Center.

Purchase Card Reconciliations						
	Mid-Year Data			End of Year Data		
	Successful	Total	Percentage	Successful	Total	Percentage
Cardholders	619	684	90.5%	656	656	100%
Transactions	6,696	9,817	68.2%	13,915	13,915	100%
Dollars (Millions)	\$3.74	\$3.84	97.6%	\$10.4	\$10.4	100%

Table 11 – Purchase Card Reconciliations. The Austin Processing Center became a permanent solution in FY 2014, with the expansion of the pilot to all 94 districts for select financial processes in order to standardize financial processes across the Agency, ensure proper internal controls, and streamline district workload.

and among component organizations, including DOJ, AFP, and other law enforcement agencies including the DEA, ATF, and FBI.

Also in FY 2013, the USMS established the Austin Processing Center (APC) to standardize financial processes across the Agency, ensure proper internal controls, and streamline district workload. The APC became a permanent solution at the onset of FY 2014, with an expansion plan to all 94 districts for select financial processes including procurement support. Centralizing obligation management and oversight was pivotal to the FY 2014 financial audit success with demonstrated improvement in audit sample error rates as seen in Figure 26 and purchase card reconciliations as shown in Table 11.

In FY 2014, the USMS:

- FY 2014 marked the first time the USMS received an unqualified, unmodified opinion (clean audit) with no reported material weaknesses or significant deficiencies in internal controls over financial reporting, as well as no instances of non-compliance or other matters. The error rate percentage for open obligations was in the single digits; with the related dollar value reduced more than 80% compared to last year. Achievement was based on implementing corrective actions in order to achieve remediation of audit findings and obtain a clean audit. The USMS amended business processes, implemented training, conducted quarterly reviews, disseminated policy changes, and addressed all areas having a financial impact with special attention to issues surrounding the timely recording and the status of obligations in the financial system.
- Migrated to UFMS Version 2.2 to consolidate all Sensitive but Unclassified (SBU) instances of UFMS into a single instance to meet Treasury and the OMB requirements. The migration required human and financial resources to staff the effort, completion of a gap analysis, an effective timeline and strategy that maximized system performance while minimizing end-user change, and training to ensure end-users were able to operate in the upgraded environment.
- Successfully met the needs of the end users and supported the Agency as a whole in meeting external requests for information and reporting requirements by revising and creating a robust inventory of financial management reports which provide timely information and help ensure proper internal controls over financial activities. The USMS analyzed the needs of the district and divisions and released a dozen reports with specific training for each. Program offices were provided direct access to the In-House Reporting (IHR) solution, the Business Intelligence Enterprise Reports (BIER), allowing them to access the status of their obligations “real-time,” and provide necessary validation and certification at the end of the accounting period.
- Standardized and streamlined business processes via APC processing for 28 districts. Districts are using the APC to enter UFMS obligations, receipts, invoices, and payments associated with prisoner housing and transportation, non-indigent fact witness payments, and court security officers’ wages, travel, overtime, and startup costs. The remaining districts will be on board for these processes in FY 2015.
- Provided procurement support to 16 district offices including focus on procurement assignments and consolidation, oversight and compliance of contracts and purchase card transactions, and procurement authority certification, training, and maintenance. Additional districts will be on board for procurement APC in FY 2015.
- Ensured process standardization, increased efficiency and compliance by completing an assessment of the procurement line-of-business. The assessment process led to improvements including implementation of various templates/guides to ensure process standardization; identification of training areas for improved performance under the government purchase card program and other procurement-related areas; identification of procurement actions and support to be centralized from the districts

to the APC for great efficiency and increased compliance; review of all USMS acquisition personnel's training history to ensure that all are properly certified and meet current continuous learning requirements; and implementation of procurement tools to drive compliance and ensure the greatest cost advantages.

MODERNIZATION OF TECHNOLOGY AND SYSTEMS

The USMS must address the dual challenge of supporting legacy systems that lack necessary capabilities and acquiring technology solutions to deliver effective and efficient capabilities. Central to this effort is aligning with best practices and ensuring compliance with Federal mandates.

FY 14 Execution Highlights

The USMS has undertaken a number of projects designed to enhance the stability, capacity, redundancy, and cost efficiency of our technology operating environment. These projects included: Microsoft Exchange 2010 Infrastructure Update, Infrastructure Capital Equipment Replacement Program, Network Switch Capital Equipment Replacement Program, and SharePoint Infrastructure Modernization and Stabilization. As a direct result, the USMS has experienced a 150% increase in the availability of critical services including: Messaging, E-Mail, Enterprise Shared Files, JDIS, JMIS, and Detention Services Network (DSNet). All systems are operating above the industry availability standard of 98%. In addition, specific emphasis was placed on upgrading property management technology.

In FY 2014, the USMS:

- Realized an administrative and maintenance cost savings of \$100,000 annually by moving the complete messaging environment from a physical server environment to a virtual server environment, decommissioning 12 physical servers, and completing the Microsoft Exchange 2010 Infrastructure Update. Similarly, the reduction in physical servers needed to host the Exchange environment allowed the USMS to realize a commensurate reduction in licensing costs of \$15,000 annually. This transition required detailed coordination with USMS personnel and external agencies to ensure that the conversion was seamless to our customers and minimized disruption to the USMS mission. In addition to increased storage space, users are no longer associated with a specific server thus instilling a redundant capability across the enterprise. The architecture used for the Exchange 2010 environment provides much greater stability of the messaging environment and facilitates disaster recovery.
- Improved overall network capabilities, minimized down time, increased network capacity, improved security, reduced power consumption, and created support for future Voice over IP capabilities by implementing a network switch capital equipment replacement program. This resulted in modernizing approximately 50% of the IT network switching infrastructure, which was beyond end-of-life and no longer supported.
- Experienced an 80% reduction in unscheduled outages, environmental stability, and cost avoidance in the form of re-work and reverse engineering efforts as a result the completion of a modernization effort of the SharePoint infrastructure. The modernization enabled the stabilization to provide a secure infrastructure, achieve an accreditation of the platform, and optimize the backend infrastructure. Additionally, the modernization effort has increased availability during contingency and continuity of operations activities by decreasing the time to restore SharePoint services by approximately 70%.
- Partnered with other law enforcement components to assist with OMB's goal of consolidating and reducing federal data centers. The USMS partnered with the DEA to co-locate the USMS Data Center and the JPATS' Data Center with the Core Enterprise Facility (CEF-DC) Data Center in Sterling, Virginia. Relocating approximately 250 USMS Production Servers to the CEF-DC Data

Center reduced maintenance, facility and server circuit costs, accelerated additional cost savings through consolidation of IT services on blade servers and virtual machines, and produced annual cost savings of \$500K in HVAC and electrical upgrades. Our newly centralized infrastructure eliminates silos of resources and leverages enterprise class storage, backup and management tools while providing a more reliable platform. This effort reduced the risk of data loss through a robust USMS network comprised of ultramodern network connectivity hardware, along with 84 virtual servers supporting USMS enterprise mission applications. The USMS also fully integrated the legacy OFDT Workflow System (OWS) into the USMS infrastructure environment at the CEF-DC Data Center in order to eliminate the cost of hosting, more closely align resources, and reduce duplication of services. Additionally, the USMS relocated the Marshals Alternate Computing Center (MACC) Data Center and the JMIS Disaster Recovery (DR) servers to the Justice Data Center (JDC-D) located in Dallas, Texas. The services hosted at the JDC-D were built on a more reliable and robust environment, affording these services better availability and performance to the end users as well as a more reliable Continuity of Operations site.

- Established framework to reduce property and asset losses, meet audit and security mandates, and created more transparent, efficient, and effective accountability and reporting by implementing the Property and Asset Control Enterprise Solution (PACES) barcode technology. PACES replaced legacy property and fleet systems and further enhanced the management and disposal of AFP assets. The USMS is leading the DOJ in this effort. In FY 2014, the initial implementation supporting USMS property and fleet capabilities was successfully deployed to manage nationwide inventories of over 96,000 assets valued at \$412.6 million to include standardization of over 90,000 commodities, efficient mass transfer of assets, and reorganization of physical inventory schedules. Implementation will continue into FY 2015 to fully integrate USMS AFP with the DOJ AFP property management system of record, the Consolidated Asset Tracking System (CATS).
- Achieved greater competition and lower market pricing, resulting in reduced printing procurement and in-house duplicating costs, by implementing on-demand duplicating with costs approximately 90% below commercial rates.
- Increased ability to reconcile and track estimated lease payments by implementing a new Occupancy Agreements system and database. This includes tracking USMS internal tenant's square footage and cost, property locations, and occupancy ratios. The new system allows the USMS to track leases not administered by the Government Services Administration (GSA) and provides greater detail than what is available in the DOJ system of record. Furthermore, the system tracks non-cancelable leases, which the USMS is required to report as a financial liability to comply with audit requirements.

ENHANCED OPERATIONAL SECURITY (OPSEC)

The USMS identifies, consolidates, and protects critical information that could be harmful in the hands of an enemy. The practice of this information protection is called Operational Security, or OPSEC. The USMS safeguards critical information by incorporating OPSEC into all agency business processes through training and policy review. OPSEC is part of a comprehensive security program that requires coordination, oversight, and transparency within the Agency. A cohesive security program is crucial for the continued safe and secure functioning of the USMS.

FY 14 Mission Execution Highlights

During FY 2014, the USMS placed renewed emphasis on the OPSEC program throughout the Agency. This included implementing a comprehensive training program and the creation of Critical Information Lists (CILs).

In FY 2014, the USMS:

- Created district and division CILs for reference to ensure OPSEC. Trained districts and divisions in threat mitigation strategies to protect this information.
- Enhanced OPSEC program visibility and provided support to managers throughout the USMS by establishing collateral duty District/Division OPSEC Coordinators (DOCs).
- Ensured the protection of critical information from either intentional or unintentional disclosure and maintained compliance with National Security Decision Directive 298 by implementing a comprehensive OPSEC training program that includes basic and annual refresher courses for employees, specialty training to collateral district and division OPSEC Coordinators, and personnel responsible for policy oversight.
- Achieved compliance with all necessary mandates and standards by establishing a single comprehensive USMS security program that integrates physical security, information and document security, identification security, communications security, and emergency planning into a unified strategy.

ENVIRONMENTAL STEWARDSHIP

The USMS environmental programs include greenhouse gas, energy, climate change, and environmental management. These programs are established to ensure compliance with regulatory requirements. Agency-wide policy ensures integration of environmental factors into operational and program execution.

FY 14 Execution Highlights

Greenhouse gas reduction includes all form of travel, waste-water treatment, and municipal and solid waste disposal. FY 2014 efforts to reduce greenhouse gas concentrated in the area of fleet management and fuel.

In FY 2014, the USMS:

- Reduced vehicle emissions by 33.4% since 2011 as shown in Figure 27 and achieved a reduction 20.3% below the DOJ 2014 target by using a vehicle purchase strategy with a strong environmental component and acquiring fuel efficient and low emission vehicles. Vehicle safety and cost savings goals were met with the implementation of the new vehicle outfitting program ensuring consistent standards and saving approximately \$1,000 per vehicle and leasing a prisoner transport vehicle saving \$1.2 million in acquisition costs.

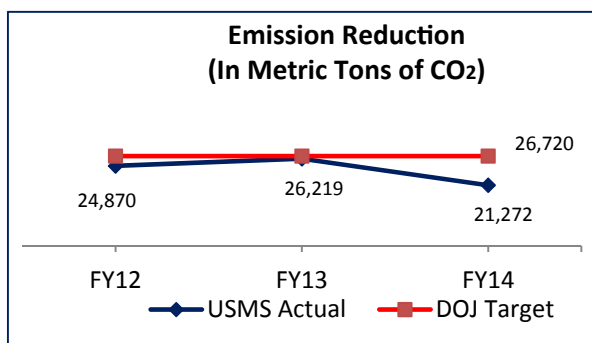


Figure 27 – Emission Reduction. USMS vehicle emissions are 20.3% below the 2014 DOJ target.

APPENDIX A: GLOSSARY OF ACRONYMS

ADP	Average Daily Population
AFF	Asset Forfeiture Fund
AFP	Asset Forfeiture Program
APC	Austin Processing Center
ATF	Bureau of Alcohol, Tobacco, Firearms and Explosives
AWA	Adam Walsh Child Protection and Safety Act of 2006
BAU	Behavioral Analysis Unit
BIER	Business Intelligence Enterprise Reports
BOP	Federal Bureau of Prisons
CEF-DC	Core Enterprise Facility
CATS	Consolidated Asset Tracking System
CBA	Center for Behavior Analysis
CIL	Critical Information List
CR	Compliance Review
CSO	Court Security Officer
CPOT	Consolidated Priority Organization Target
DEA	Drug Enforcement Administration
DOC	District or Division Operations Security Coordinator
DOD	Department of Defense
DOJ	Department of Justice
DOS	Department of State
D/PR	District of Puerto Rico
DR	Disaster Recovery
DTO	Drug Trafficking Organization
DSNet	Detention Services Network
DUSM	Deputy United States Marshal
eSAG	Electronic Self-Assessment Guide
ETU	Education Training Unit
FBI	Federal Bureau of Investigation
FDA	Food and Drug Administration
FDC	Federal Detention Center
FinCEN	Financial Crimes Enforcement Network
FLETA	Federal Law Enforcement Training Accreditation
FPBDS	Federal Performance-Based Detention Standards
FPD	Federal Prisoner Detention account
FTE	Full-Time Employee
GSA	Government Services Administration
HRD	Human Resources Division
HRFA	High Risk Fugitive Apprehension
HVT	High Value Target
ICE	U.S. Immigration and Customs Enforcement

IGA	Intergovernmental Agreement
IHR	In-house Reporting
INTERPOL	International Criminal Police Organization
IT	Information Technology
J&C	Judgment and Commitment
JARS	JMIS Automated Routing and Scheduling System
JDC-D	Justice Data Center
JDIS	Justice Detainee Information System
JLEO	Joint Law Enforcement Operations
JMIS	Justice Management Information System
JPATS	Justice Prisoner and Alien Transportation System
JSU	Judicial Security Unit
MACC	Marshals Alternate Computing Center
MDC	Metropolitan Detention Center
MOU	Memorandum of Understanding
NCMEC	National Center for Missing and Exploited Children
NFR	Notice of Findings and Recommendations
OEO	Office of Enforcement Operations
OFDT	Office of the Federal Detention Trustee
OIG	Office of the Inspector General
OMB	Office of Management and Budget
OMSU	Operational Medical Support Unit
OPM	Office of Personnel Management
OPREF	Office of Preference
OPSEC	Operational Security
OWS	OFDT Workflow System
PACES	Property and Asset Control Enterprise Solution
PVR	Percent of Value Returned to Fund
QAP	Quality Assurance Program
QAR	Quality Assurance Reviews
RPOT	Regional Priority Organization Target
SAG	Self-Assessment Guide
S&E	Salaries & Expenses
SBU	Sensitive but Unclassified
SOG	Special Operations Group
SOIC	Sex Offender Investigation Coordinator
SOP	Standard Operating Procedure
TFO	Taskforce Officer
TTO	Tactical Training Officer
UFMS	Unified Financial Management System
USMS	United States Marshals Service
WSP	Witness Security Program

